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Precis of Remarks of William A. Tidwell on 15 August 1960

Subject: Formulation of High Priority Requirements

1.   Before discussing the formulation of requirements for high
priority collection programs, I would like to first discuss briefly
the general system for the formulation of requirements in the intelligence
production component of CIA in order to establish a context for some of
my later remarks.   In the course of these remarks I hope to make three
main points: (1) the present system for the formulation and coordination
of requirements works reasonably well from the standpoint of the
intelligence producing component of CIA (2) there does not need to be
a central agency for the coordination of requirements (3) certain other
measures may be taken to improve the relationship between those
formulating requirements and the collectors.

2.   To the best of my knowledge, CIA is unique in its arrangement
for the formulation and coordination of requirements in that its require-
ments staffs are subordinate and responsible to intelligence producing
offices.   They are not responsible to collectors.   (See the attached
paper dated 28 March 1950 for a presentation of the rationale for this
method of operation.)   One of the results of this method of operation

S E C R E T

on the part of CIA is that CIA requirements officers appear to be more familiar with substance than their counterparts from other agencies and therefore have played a disproportionately large part in the activities of various interagency requirements groups.

3. There is also attached a chart of various elements of the intelligence community in which CIA participates in the formulation and coordination of requirements. It should be noted especially that there is no coordinating mechanism for requirements levied on the Foreign Services and the Attache Systems comparable to the coordination mechanism for certain other high priority collection systems. In my opinion the Ad Hoc Requirements Committee is an outstanding example of the way in which requirements should be formulated and levied on a high priority collector. █████████ will discuss this activity in greater detail.

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4. In spite of the relative success of the CIA system for the formulation and coordination of requirements, there are three problem areas in which improvements might be made. These are: (1) selection of personnel (2) personal direction by senior officials responsible for the production of intelligence (3) wide variation on the part of various collectors in their attitude towards requirements and the requirements formulation process.

5. Defects in these areas can be overcome in large part by improved management and do not require major overhauling of intelligence organization. It might be useful, however, to have a central registry in which all

- 2 -

SECRET

outstanding requirements are indexed. Such a registry would be a useful research aid to intelligence analysts, requirements officers and collectors. I believe that the most important step that could be taken to improve requirements, however, would be for each collector to see that he had close and informed advice from all of his main customers who would be entitled to argue out priorities for collection in the light of a realistic knowledge of the collector's capabilities.

- 3 -

SECRET

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